Government of
Saskatchewan

2005-2006
Annual Report

Saskatchewan
Corrections and
Public Safety

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This annual report is also available in electronic format from the department's web site at **www.cps.gov.sk.ca**

Letters of Transmittal

Her Honour the Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

I respectfully submit the Annual Report of the Department of Corrections and Public Safety for the fiscal year ending March 31, 2006.

Kevin Yates
Minister of Corrections and Public Safety

The Honourable Kevin Yates
Minister of Corrections and Public Safety

Dear Sir:

I have the honour of submitting the Annual Report of the Department of Corrections and Public Safety for the fiscal year ending March 31, 2006.

Terry Lang
Deputy Minister of Corrections and Public Safety

Who We Are

Vision

The vision for Saskatchewan Corrections and Public Safety is "working together for safe Saskatchewan communities."

Mandate

Our mandate is to promote safe communities by delivering effective programs for individuals in conflict with the law, through emergency planning and communication, through monitoring of building standards, the delivery of fire prevention and disaster assistance programs and through licensing and inspection services.

Service Delivery System

The Department of Corrections and Public Safety (CPS) is a large department, employing about 2,000 staff throughout the province, serving thousands of citizens annually through a wide array of programs and services.

The Department's activities may be summarized in four main areas that are focused on achieving our vision. A brief description of each of these areas is outlined below.

Adult Corrections Branch

Adult Corrections delivers a wide range of programs providing for varying levels of offender care, control and supervision. These programs are delivered through two operational systems: the Community Operations Branch and the Institutional Operations Branch. Corrections programs are administered by six regional offices of Community Corrections, four major correctional centres, and seven reduced-custody facilities (Battleford and Buffalo Narrows Community Correctional Centre, Besnard Lake Camp and Saskatoon Urban Camp, and community training residences in Regina, Saskatoon and Prince Albert). In addition, the Department contracts with the Elizabeth Fry Society (Saskatoon women's community training residence) and the Prince Albert Grand Council (Healing Lodge) for reduced-custody services. Northern services, both community and institutional, are administered through the North West Community Operations office in North Battleford and sub-offices in Meadow Lake, Buffalo Narrows and La Loche, and the North East Community Operations office located in Prince Albert and a sub-office in Melfort.

In 2005-06, the Department supervised an average of 1,244 offenders in custody and more than 5,800 offenders in community correctional programs per day.

Young Offender Programs

Programs and services to youth are administered and delivered through three regional offices and 18 sub-offices across the province and by community custody and alternative measures program staff in central office. In addition, open and secure custody/remand is provided in eight youth facilities throughout the province. On any given day, four youth will be serving open-custody sentences in a provincial network of community homes. Alternative measures for youth are delivered by community-based organizations, many of which are First Nations and Métis organizations.

In 2005-06, the Department supervised, on an average daily basis, 209 youth in custody and 1,923 young people in community young offender programs.

Licensing and Inspections

This Branch preserves public safety through regulatory and enforcement programs that are operated on a fee-for-service basis. Programs focus on the commercial, institutional and industrial sectors of the province, but the safety benefits help to protect all Saskatchewan residents. The Branch administers elevator and amusement ride safety programs, boiler and pressure safety programs and licensing programs for contractors and individuals who perform gas and electrical installations. In 2005-06, there were offices located in Regina, Saskatoon and Swift Current.

Protection and Emergency Services

The Protection and Emergency Services Branch is made up of Building and Fire Safety, Public Safety and Sask911, and SaskEMO.

Building and Fire Safety

The Office of the Fire Commissioner, in accordance with *The Fire Prevention Act, 1992,* and *Regulations,* provides Saskatchewan communities, fire departments, and emergency service organizations with programs and services that protect people, property and the environment from fire.

Building Standards oversees provincial standards for building construction. It monitors and updates legislation and regulations, assists owners, designers, and builders in complying with these requirements; issues official building licences; and, provides administrative and technical support for the Saskatchewan Building and Accessibility Standards Appeal Board.

Public Safety and Sask911

This Unit works with communities to build their public safety capacity through: education, training and public awareness; emergency management support; and support to and management of the Sask911 emergency telephone call-taking and transfer system.

SaskEMO

The role of this Unit is to strengthen emergency management across the provincial government and to link with other jurisdictions for support. It also includes the Provincial Disaster Assistance Program (PDAP), which provides financial assistance to eligible claimants located in a municipality that has been designated eligible for assistance as a result of a substantial loss or damage to uninsurable, essential property caused by a natural disaster.

Strategic Policy

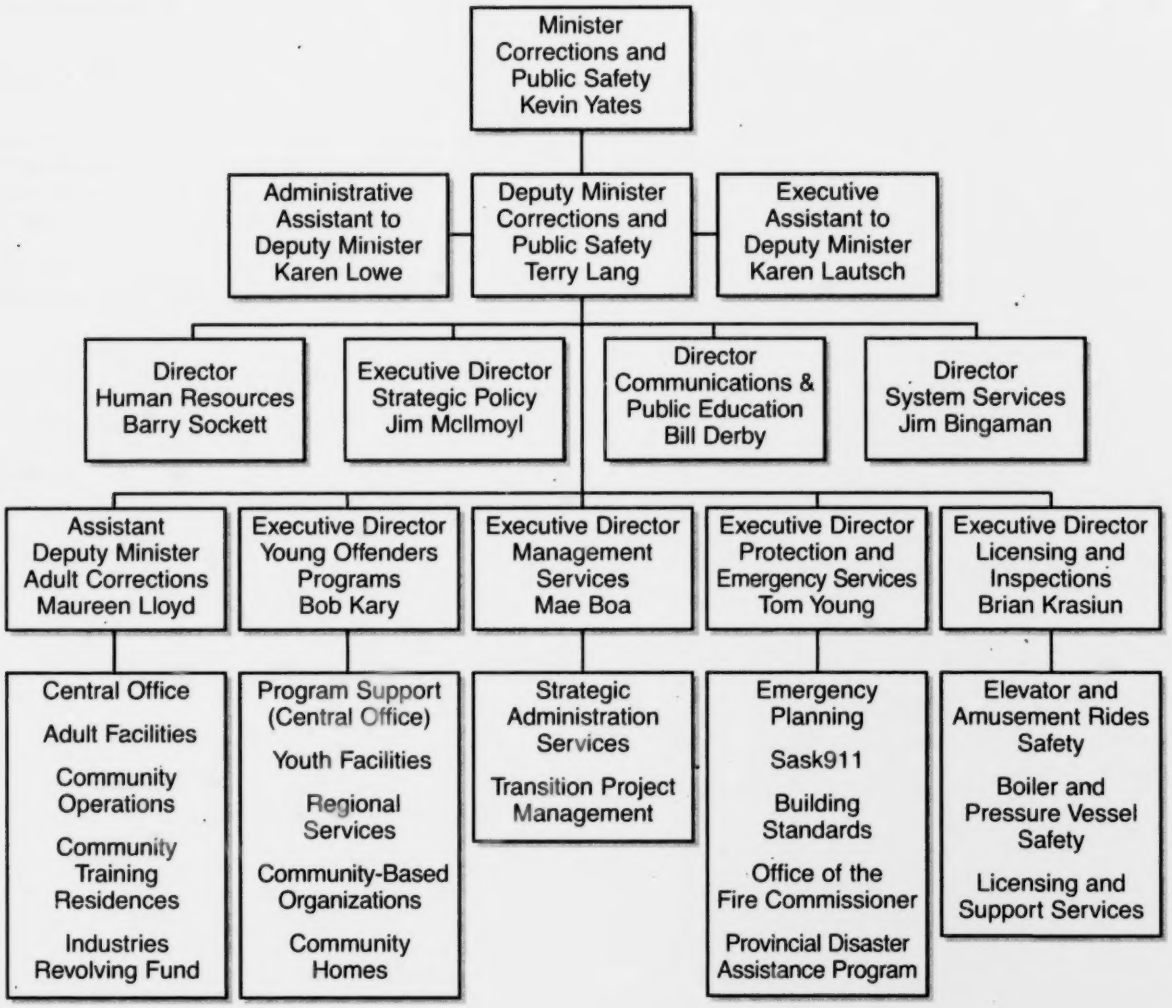
The Strategic Policy Branch delivers a number of central services to the Department and manages the process for bringing decision items to Cabinet on behalf of the Department. The Branch co-ordinates the development and maintenance of the strategic plan, prepares annual reports, represents the Department on many interdepartmental strategies, manages the federal/provincial/territorial agenda and manages, in conjunction with Management Services, the strategic direction of the Department.

Central Management and Services

The Central Management and Services Branch provides dedicated executive direction and centrally-managed services in the areas of financial planning and management, strategic planning and policy development, and other corporate services required for the delivery of the Department's mandate. In addition, there are a number of functions delivered through a shared services arrangement that provides support to both the departments of Corrections and Public Safety and Justice. These services are provided by the Communications and Public Education Branch, the Administrative Services Branch, the Systems Services Branch, and the Human Resources Branch.

Organizational Chart

As of March 31, 2006



2005-06 Results at a Glance

Summary of Performance Results

The Department undertook a number of key actions and initiatives in support of its goals and objectives. The following are some of the most significant results or challenges addressed during 2005-06. These are described in greater detail later in this report through the Key Actions and Measurement Results under each objective.

Goal 1 – Communities have the capacity to enhance public safety

- Hired a First Nations and Métis Program Manager to develop capacity within both government and Aboriginal agencies to further partnerships between government and Aboriginal people.
- Continued labour market programming for young offenders to improve the education and employment opportunities for offenders returning to the community.
- Undertook key initiatives to respond to the Commission on First Nations and Métis Peoples and Justice Reform, including: replacement of the 1913 portion of the Regina Provincial Correctional Centre; implementation of a violence reduction initiative; development of a remand strategy to reduce the number of offenders remanded due to systems offences; and enhancement of reintegration and cultural programming.
- Supervised an average of 1,244 adult offenders in custody and more than 5,800 in the community, as well as 209 youth in custody and 1,923 youth in the community.
- By December 31, 2005, achieved a reduction in the number of auto thefts or attempted auto thefts of 44 per cent, with 1,697 fewer cars stolen in 2005 than in 2001.
- Developed a new Emergency Plan Workshop to assist municipalities to create their own emergency plans.

Goal 2 – Re-offending is reduced due to effective program interventions with offenders

- Implemented a pilot program in one correctional centre to provide enhanced programming for offenders through carpentry training.
- Utilized Elders in all facilities for consultation, program delivery and individual work with offenders.
- Initiated a pilot project to improve successful bail applications by offering enhanced intensive supervision to individuals on bail.

Goal 3 – Government and communities are prepared for emergencies and maintain building and safety standards

- Co-ordinated the provincial response to an unprecedented number of flooding-related events across the province.
- Participated in a number of national initiatives with regard to emergency management.
- Facilitated the delivery of a Chemical, Biological, Radiological and Nuclear Train-the-Trainer program for police, fire and EMS agencies.
- Continued work to implement the new regulations under *The Boiler and Pressure Vessel Act, 1999.*
- Maintained gas and electrical licensing programs on target.
- Continued to prepare for the adoption of the 2005 model fire and building codes.

Goal 4 – Safe, healthy and respectful departmental workplaces

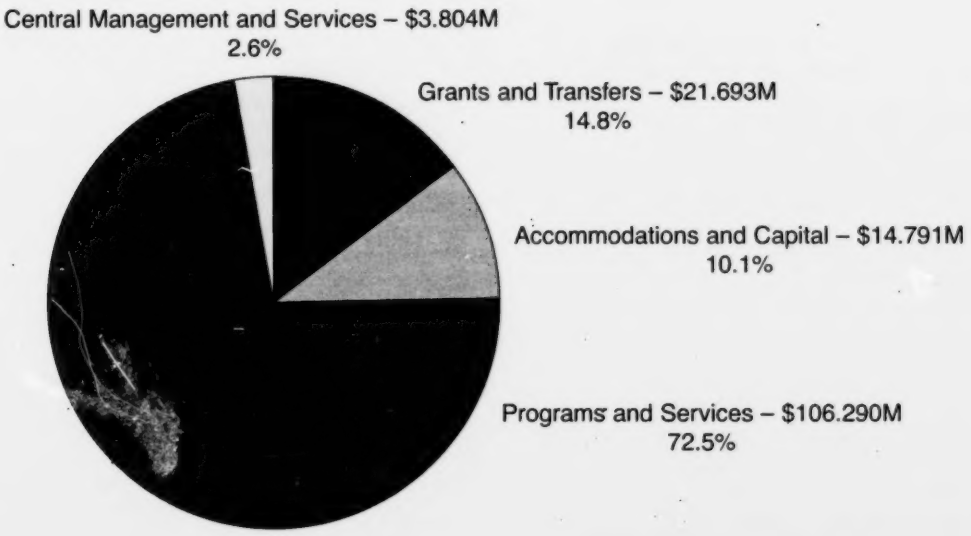
- Implemented the first year of a succession management program.
- Implemented actions to address needs and issues identified through the Employee Survey.
- Developed a gang intervention strategy for youth and adult offenders.
- Undertook numerous small capital projects at custody facilities to address occupational health and safety issues.
- Met regularly with the Ombudsman to discuss and resolve issues of mutual concern.
- Piloted a Video Court in the Saskatoon Provincial Correctional Centre.

Summary of Financial Results

Expenditures

The Department appropriation budget for 2005-06 was $128.343M; with actual appropriated expenditures of $146.578M. This is an additional expenditure of $18.235M. These additional costs are attributed to eligible claims made under the Provincial Disaster Assistance Program (PDAP), overcrowding, high daily counts and inmate mixes in adult correctional facilities and site preparation work required for the spring 2006 construction tender on the Regina Provincial Correctional Centre (RPCC) replacement project. These expenditures were partially offset by reduced utilization in residential programming and delayed implementation of initiatives in young offender programs. The Department received $17.185M in supplementary estimates in November 2005 and $2.765M in special warrant funding in February 2006.

2005-06 Actual Expenditures by Category – $146.578M



Revenues

The Department revenue budget for 2005-06 was $10,033,076. This mainly consists of $7.1M in revenue from the federal government for cost-shared programs, $2.5M from licensing and inspections fees and $396,000 in cost recovery from SaskTel for expenditures in co-ordination of the Sask911 system. Corrections and Public Safety revenue for the year totalled $16,656,384, exceeding the budget by $6,623,308.

The increase in revenue is mainly attributed to the submission of eligible claims made under the PDAP for cost recovery from the federal government – a total of $5.605M received in 2005-06.

Full-Time Equivalents (FTEs)

The Department FTE budget for 2005-06 was 1,683.7 FTEs. Corrections and Public Safety FTE utilization for the year totalled 1,717.4, exceeding the budget by 33.7 FTEs. The increase in FTE utilization is attributed to overtime, contingency . bed space funding and backfill for workers' compensation for which no FTEs are provided in the base budget. There was a partial offset through vacancy management and other staffing delays.

2005-06 Performance Results

Introduction

This section contains detailed performance results associated with all key actions and performance measures contained in our 2005-2006 Performance Plan.

The key actions originally presented in the 2005-2006 Performance Plan are listed below, followed by a report on our progress to date. Actual results information is included for all key actions and performance measures published in our 2005-2006 Performance Plan.

Further details can be found in the 2005-2006 Performance Plan for Corrections and Public Safety. The Plan can be found on the Department's web site: **www.cps.gov.sk.ca/publications**

Goal 1 – Communities have the capacity to enhance public safety

Objective 1 – Government, in partnership with Aboriginal organizations and other community-based organizations, plans and delivers adult and youth correctional services

People are less likely to commit a crime if they feel valued in their community and know what is expected of them. It is important that victims are supported by their communities so that they will not fall into a cycle of despair and self-destructive behaviours, and that offenders become reintegrated with their communities and receive support from the community in making positive changes in their lives to help prevent future offending. This objective reflects a partnership between government and community to deliver effective services, thus making communities safer.

Key Actions for 2005-06 and Progress Made

- Maintain service agreements with First Nations and Métis communities and organizations, e.g., alternative measures, reintegration and restitution.
  - Completed a comparison of salary and non-salary dollars received by agencies as an initial step to achieving greater equity between existing programs. Additional funding was provided to agencies where greatest inequities exist.
  - Provided a two per cent increase to all community-based organization (CBO) budgets effective November 1, 2005, as part of government-wide initiative.
- Continue to involve local Aboriginal stakeholders in the development and delivery of custody programs.
  - Cultural co-ordinators in facilities continue to engage local Elders and others in the Aboriginal community to develop programs.
- Hire an Aboriginal Manager to develop training and a quality assurance plan for reintegration and day programs.
  - A First Nations and Métis Program Manager was hired to develop capacity both within government and within Aboriginal agencies to further government/Aboriginal agency partnerships.
- Develop the role of the Youth Co-ordinator, with the Federation of Saskatchewan Indian Nations (FSIN).
  - A job description was revised in consultation with FSIN and a new co-ordinator was hired. The co-ordinator work plan was developed.
  - CPS has established an ongoing forum with FSIN to discuss and address mutual concerns such as gangs and the reintegration of offenders back into the community.
  - Adult Corrections (AC) and Young Offender (YO) Programs Community Directors attend Indian Justice Council meetings.
  - Planning began for the second "Coming Home Gathering" to continue development of a provincial First Nations reintegration framework.

- Continue work with the Departments of Culture, Youth and Recreation, Justice, Health, and Community Resources and Employment to more effectively reintegrate young offenders in northern communities.

  - A YO staff person was seconded to the Northern Youth Strategic Action Plan to the end of the year.
  - Northern Youth Strategic Action Plan consultations were completed in communities. A final report with recommendations speaking to youth issues in northern communities is being prepared.

- Achieve accreditation of custody education programs.

  - School programs at Orcadia, Kilburn Hall, Paul Dojack Youth Centre, North Battleford Youth Centre and Echo are accredited.

- Work with community and government partners to improve education and employment opportunities for offenders returning to the community.

  - Data collection and tracking of program impact and outcomes for youth involved in employment programs through the Prince Albert Youth Services Model began in September 2005. For subsequent years, central support will be provided to assist in documenting the data collection and reporting on results.
  - CPS facilitated meetings and joint initiatives with the Departments of Community Resources (DCR) and Learning to develop and improve employment services to young offenders.
  - Labour market programming for young offenders continues in Regina with the Transitions to Work program at Regina Treaty Status Indian Services (RTSIS), and in Saskatoon at the Yarrow Youth Farm. The Prince Albert Youth Employment and Support Services (YESS) program is being offered through a contract with the Prince Albert Métis Women's Local #7. These youth employment programs are funded and youth supported by government and community agencies, including CPS, DCR (Can/Sask Career and Employment Services) and the federal government (Services Canada).
  - AC developed an offender employment/ education profile to determine the range and extent of barriers for adult offenders.
  - AC worked with Learning and the Literacy Commission to address the unique needs of adult offenders and options to ensure that adult offenders are included in mainstream initiatives. Key areas of work include: access to the new Adult Basic Education curriculum, a joint review of the needs of school-eligible offenders between ages 18-21, best practices, potential use of a literacy screening tool, training, and community partnerships.
  - Each of the community training residences (CTRs) have letters of understanding with the Saskatchewan Institute of Applied Sciences and Technology (SIAST) and the Saskatchewan Indian Institute of Technologies (SIIT). The agreements are intended to ensure that program applications from adult offenders in the CTRs are considered for SIAST and SIIT; in return, the CTRs provide practicum opportunities for SIAST and SIIT students.
  - AC and YO worked with Community Resources throughout the year to address the unique barriers to employment faced by adult and young offenders and to develop a joint work plan to ensure they are included in the Building Independence initiatives. Activities include integrated case planning and early delivery of services to prepare offenders for release from correctional centres.

- Participate in the implementation mechanism resulting from the Commission on First Nations and Métis Peoples and Justice Reform.

  - CPS is undertaking the following key initiatives to respond to some of the Commission's concerns: replacing the 1913 portion of the Regina Provincial Correctional Centre; implementation of a Violence Reduction Strategy; development of a remand strategy to reduce the number of offenders remanded due to systems offences; and enhancing reintegration and cultural programming.
  - CPS completed the staffing process to hire a First Nations and Métis Program Manager to provide linkages between Adult Corrections, Young Offender Programs, and First Nations and Métis communities and organizations.

- AC established an inventory of cultural programs across community and institutional operations.
- AC and YO meet regularly with senior managers from the FSIN Justice Relations portfolio. A joint work plan has been drafted to address priority areas.

- Work with the Traditional Elders Ministerial Advisory Committee to incorporate Elders' perspectives into corrections policy and practice.

  - The Ministerial Elders Advisory Committee has met regularly with officials from CPS and Justice in 2005-06 (June, September and December 2005). A special sub-committee (working group) was formed to discuss specific youth/young offender issues and met in March 2006. Presentations and updates have been made to the Committee on the directions and development of the replacement of the 1913 section of the Regina Provincial Correctional Centre.

- Supervise an average of 1,225 adult offenders per day in custody and over 6,100 per day in the community.

  - Supervised an average of 1,244 adult offenders in custody and over 5,800 per day in the community.

- Supervise an average of 306 youth in custody programs and approximately 2,000 young people in the community.

  - Supervised an average of 209 youth in custody programs and 1,923 young people in the community.

- In partnership with community-based organizations, review alternative measures programming to assess its effectiveness with Aboriginal youth.

  - An evaluation of the Help Eliminate Auto Theft alternative measures program was initiated and will be completed in 2006-07.

Measurement Results

Number of residents in the Elizabeth Fry Community Training Residence (Adults)

Community training residences (CTRs) provide offenders with a period of transition to the community from custody by allowing them the opportunity to put into place those elements of their case plans that increase the likelihood of a successful reintegration. The Elizabeth Fry CTR is operated by a community-based organization and is for female offenders. This measure gauges the performance of the Department on the use of the only community-operated CTR for female offenders.

Factors that influence this measure include the ability of the CTR to manage offenders, and the number of offenders that have case plans that include the elements necessary to reside in a CTR. Through referrals, the Department has a high level of influence on this measure.

2005-06: 53 admissions
2004-05: 57 admissions
2003-04: 56 admissions

Per cent of residents at the Elizabeth Fry Community Training Residence that successfully complete the program (Adults)

Successful completion of the program means that residents in the program do not abscond or re-offend, nor are they returned to the Pine Grove Correctional Centre. This measure shows the effectiveness of the service delivered by a CTR managed by a community-based organization.

The Department has a low level of influence over this measure. There is a degree of influence over the referral to the CTR and the development of the case plan, but the facility is responsible for management of the program.

2005-06: 41 per cent
2004-05: 66 per cent
2003-04: 54 per cent

Number of participants in the Journey to a Better Lifestyle program (Adults)

The Journey to a Better Lifestyle program is a holistic healing program delivered by the Prince Albert Grand Council (PAGC). The program includes spiritual traditional teachings, life skills and anger management and is a pre-release program for low-risk offenders from the Prince Albert Correctional Centre. The number of annual participants is a measure of the Department's use of community-based programs as one aspect of increasing the community capacity to enhance public safety.

The factors that affect the measure include the number of eligible offenders and the PAGC's ability to provide facilitators for the program. The Department has a high level of influence on the number of referrals to the program.

2005-06: 138
2004-05: 120
2003-04: 135

Per cent of participants in the Journey to a Better Lifestyle program that successfully complete the program (Adults)

Successful completion of the program indicates that participants have taken steps to deal with issues that have contributed to their criminal behaviour. The number of offenders that complete the program is one indication that criminogenic needs have been addressed and that offending behaviour will be reduced.

Factors that influence the measure include the ability of the PAGC to facilitate the program and the number of offenders willing or able to participate in the program. The Department has a low level of influence on the measure.

Reasons for unsuccessful completion are unknown but could be due to such factors as changes in facilitators, or more offenders being released or transferred.

2005-06: 88 per cent
2004-05: 92 per cent
2003-04: 90 per cent

Number of youth completing alternative measures programs (now referred to as Extrajudicial Sanctions)

Extrajudicial Sanctions (EJS) are programs in which offenders accused of a criminal offence take responsibility for their behaviour by participating in a community-based program, either at the pre-charge or post-charge stage. These programs attempt to balance the needs of victims, the accused, and their communities while ensuring that society is protected. In Saskatchewan, EJS are specific government-authorized programs designed to operate as an alternative to the traditional court-based system for dealing with crime. The number of youth successfully completing these programs is a measure of the ability of community-based organizations to plan and deliver correctional services.

Factors that influence the measure include the capacity of the community-based organization to hire and retain sufficiently trained staff. Other factors include the willingness of the police and Crown to refer youth to these programs. The Department has a moderate influence on this measure.

2005-06: 2,473
2004-05: 2,534
2003-04: 2,655

Per cent of youth successfully completing alternative measures programs (now referred to as Extrajudicial Sanctions)

While the number of youth measures volume, the per cent of youth completing the program measures the effectiveness of the programs delivered by community-based organizations (CBOs). Youth that successfully complete the programs will not acquire a criminal record. A high rate of successful completions will result in a reduction in the number of cases going through the court system and victim and community satisfaction with the justice system.

Factors that influence the measure include the ability of the CBOs to attain meaningful agreements between the victim and offender, the willingness of the offender to participate in the process, and the meaningful participation of community representatives in the process. The Department has a low level of influence on this measure.

2005-06: 91 per cent
2004-05: 92 per cent
2003-04: 89 per cent

Objective 2 – Government and community service providers work together to enhance municipal capacity

Most of the root causes of crime lie outside the scope of the criminal justice system; these causes can only be addressed through partnerships and integrated work among many stakeholders. There are justice system factors that can be directly addressed by the Department in co-operation with Aboriginal communities, governments and organizations, other stakeholders in the criminal justice system, and other government and non-government agencies. Within this partnership model, municipal capacity to deliver programs is enhanced.

Local authorities have the primary responsibility for providing a safe environment for their residents in the areas of fire suppression, building code enforcement and emergency planning. However, due to finite resources, each municipality cannot independently provide the complete complement of activities and services needed. Provincial, regional and local partnerships can provide opportunities to create support structures that share expertise, prevention initiatives, emergency services and regulatory services which will increase the level of safety within each community.

Key Actions for 2005-06 and Progress Made

- Through the Provincial Strategy for Individuals with Cognitive Disabilities: increase the capacity of Aboriginal agencies to provide Extrajudicial Sanctions services to youth with Fetal Alcohol Spectrum Disorder (FASD); sponsor and fund validation of a screening tool for FASD; and develop a screening process for youth with FASD.

  - On April 1, 2005, an extrajudicial sanctions pilot project for youth with cognitive disabilities was implemented in Saskatoon. Implementation included training in FASD for the John Howard Society and the Saskatoon Tribal Council and selected CBO staff from other locations.
  - Pilot staff were trained on use of an FASD pre-screen checklist.
  - A validation study of the FASD screening tool was completed; additional analysis is required and planning regarding further development and use of the screening tool is ongoing.
  - Planning was initiated to develop similar programs in Regina and Prince Albert.

- Participate in the targeted crime reduction strategies in Regina, Saskatoon, Prince Albert, Meadow Lake and North Battleford.

  - CPS Management representatives continue to participate on the targeted initiatives central steering committee and are the central office liaison for the Prince Albert, North Battleford and La Ronge strategies.
  - The Prince Albert strategy was formally announced in June 2005. Monthly reporting began in November 2005.
  - Strategy development continues for Meadow Lake and is beginning in La Ronge.
  - The Targeted Crime Reduction Initiative application, a database for tracking offenders, was developed by Systems Services Branch in 2005-06, under joint leadership of CPS and Justice. The application will be implemented in 2006-07.

- In partnership with the Department of Justice, continue with Phase 2 of the Regina Auto Theft Strategy, with a targeted reduction of 50 per cent of the 2001 level by the end of 2005. This equates to a reduction of 1,900 vehicles stolen/attempted in 2005 from the 2001 level of 3,800.

  - By the end of December 2005, the overall reduction in auto thefts since 2001 was 44 per cent, or 1,697 fewer vehicles stolen. The number of auto thefts in Regina has thus stabilized at a much lower level than four years ago.
  - A new target of a five per cent reduction has been set for each of the next three years. With this decrease, Regina would be within the national average of stolen vehicles.

- Report on effectiveness through: outcome evaluations of Help Eliminate Auto Theft (HEAT) and the Thinking for a Change program at Paul Dojack Youth Centre; and implementation evaluation of the Electronic Monitoring Program in Regina.

  - As noted above, the Regina Auto Theft Strategy achieved a reduction of 44 per cent compared to 2001 levels.
  - Recommendations from the Electronic Monitoring evaluation program are being implemented in Regina, including providing a detailed description of the intake process in the policy manual and developing formalized exit procedures.

- Develop a plan to sustain services developed in Regina and Prince Albert through the Youth Service Model (YSM).
  - Prince Albert YSM integrated the two strategic initiatives of YSM and the Crime Reduction Strategy into one steering committee. Monitoring and tracking of the program outcomes began in September 2005.
  - A sustainable post-pilot program delivery plan for the Regina Youth Justice Forum (RYJF) has been formed. Action to date includes:
    - The Transitions to Work program moved to a host community organization (Regina Treaty Status Indian Services) that can better meet the needs of Aboriginal youth. Work is ongoing to obtain funding for 2006-07 and beyond. CPS is supporting this work through part-time funding of the YSM co-ordinator for six months.
    - HEAT fully merged with the RAMP alternative measures agency and funding allocated to the Southern Region base budget.
    - Youth Voice, now being managed by a CBO (All Nations Hope), underwent a review regarding options for joining another organization with established infrastructure and funding. Support for this review was provided by the YSM co-ordinator.
    - The RYJF works closely with the School^{PLUS} mentorship program that assists youth in transition from custody to school in the community.
- Prepare a Community Homes Action Plan that addresses focus, admissions, compensation and recruitment.
  - Policy, program and training standards for Community Homes are being updated to reflect changes to legislation.
  - A new compensation package for operators of Community Homes was implemented.
- Develop a continuum of residential services for young offenders.
  - The Community Homes Program (CHP) worker role/position description is being reviewed to reflect changing regional residential resource priorities.
  - Working with community-based organizations (including Quint, YWCA, and Society for the Involvement of Good Neighbours) continues to establish residential resource options for young offenders.
- Ensure the involvement of custody facilities in community programming.
  - Closer links between custody and community programming were facilitated through involvement of facility managers in regional management forums, joint meetings of facility and community supervisors, joint training in such areas as supervision, and joint teams working on the Correctional Programming Assessment Inventory (CPAI) assessments.
  - AC held three joint provincial meetings with middle and senior managers to strengthen integrated planning. The meetings focused on strategic planning, the CPAI, Core Correctional Practice, Core Correctional Programs, Integrated Case Management, and risk assessment.
- Participate in a provincial strategy on FASD/Cognitive Disabilities with Health, Learning and Community Resources and Employment.
  - This work is ongoing, through participation at central and local levels of the Cognitive Disabilities Strategy.
- Develop and implement an initiative that will divert 25 offenders from remand by expanding/enhancing our interim judicial release program.
  - The remand reduction initiative improves capacity for successful bail applications by offering enhanced intensive supervision to individuals on Judicial Interim Release (Bail). Staff work flexible hours and build on relationships with police in checking curfews and other home visiting options. Where circumstances change or measures can be taken to reduce risk, the Crown Prosecutor is encouraged to return to court for review of a remand order.

- Building on a survey of the remand population completed in January 2005, an analysis in Saskatoon was undertaken in April 2005 to determine reasons why offenders were placed in remand rather than released through bail. Stable residence, public safety, and addictions were significant factors.
- A pilot was established in Saskatoon in October 2005 and a second pilot in Prince Albert was established in December 2005. Discussions have also begun with the La Ronge Community Operations office.
- Over the course of the year, 21 offenders were supervised for a total bed space saving of 1,136 days in remand.

- Develop and organize processes for building public safety capacity through inter-municipal co-operation.

  - Protection and Emergency Services (PES) is working with key stakeholders on the need to build inter-municipal co-operation through such mechanisms as mutual aid agreements, fire protection agreements and similar co-operative arrangements.

- Develop strategies, programs and service supports for improving public safety capacity in and among communities and across government.

  - A Provincial Emergency Management Program Co-ordinator position was staffed within SaskEMO, dedicated to the development and delivery of an integrated provincial preparedness strategy.
  - The Provincial Emergency Management Committee (PEMC) continued to meet monthly to support the Ministers' and Deputy Ministers' Committees.
  - The PEMC developed a strategic plan for long-term program sustainability.
  - A maintenance cycle for the routine updating of the provincial and departmental emergency plans was developed.

Measurement Results

Per cent of the Saskatchewan population that lives in a community that has entered into a mutual aid agreement

The first level of government response in dealing with an emergency is the local authority. If an emergency exceeds or is likely to exceed the capacity of the local authority, the local authority activates a second level of response, a mutual aid agreement, which involves sharing resources from adjoining or neighbouring municipalities. The per cent of the population in communities that have entered into a mutual aid agreement is a measure of community service providers working together to enhance municipal capacity for public safety.

A factor that influences the measure is the capacity of a municipality or a number of municipalities to respond to emergencies. The Department plays a supportive role to municipalities and therefore has a low level of influence on the measure.

2005-06: 87 per cent
2004-05: 87 per cent
2003-04: 87 per cent

Per cent of the Saskatchewan population that lives in a community that has landline telephones with 911 service

Sask911 is a co-operative program between the Province, municipalities and health districts to establish an enhanced 911 call-taking system. Upon full implementation of this system, Saskatchewan residents, no matter where they live or travel, will be able to dial 911 to access a trained emergency call-taking operator at a Public Safety Answering Point (PSAP). The coverage of this service is a good measure of government and community service providers working together to enhance municipal capacity in matters of public safety.

Sask911 is regulated by legislation and, therefore, there are few factors affecting the implementation. The Department plays a supportive role to municipalities and therefore has a low level of influence on the measure.

2005-06: 99 per cent
2004-05: 99 per cent
2003-04: 99 per cent

Per cent of population that lives in a community that has entered into a fire protection agreement

Fire protection agreements involve sharing fire protection services with adjoining municipalities. The per cent of the population in communities that have entered into these agreements is a measure of community service providers working together to enhance municipal capacity in matters of public safety.

The fire protection agreement goals are influenced by the working relationship of the municipalities within a given region. Some municipalities may not enter into an agreement if they are not aware of the possibility or do not know the details of creating a good agreement. The Department influences these goals through awareness and educational programs that not only address the lack of understanding, but also the working relationships between municipalities. While the Department does not negotiate agreements, it does assist by identifying the mutual benefits of making such agreements.

2005-06: 25 per cent
2004-05: 25 per cent
2003-04: 25 per cent

Objective 3 – Citizens are aware of public safety issues and communities have trained responders

The Department delivers a number of programs and services that contribute to a safe living environment. This is accomplished by working with municipalities, fire services, those involved in building and fire code safety, emergency services providers, and individuals and industries involved in the manufacture, installation and operation of building-related heavy equipment. Citizen awareness of public safety issues is important for the prevention of emergency situations, and it is important for citizens to know whom to contact when emergencies occur. Education, training and public awareness are therefore critical to improving community safety. In addition, having trained responders in each community allows for timely responses to emergency situations.

Key Actions for 2005-06 and Progress Made

- Continue to support communities to obtain the training and certification they need to respond to priority public safety issues.
  - A new Emergency Plan Development workshop course was developed and released. The program consists of an interactive DVD and workbook that is designed as a self-guided process for municipalities to work with in order to create their own emergency plans within the municipality.
  - Sask911 mapping applications were released to all wide area dispatch agencies. Training of personnel occurred in July 2005.
  - The Office of the Fire Commissioner (OFC) has issued a total of 307 certificates to date, of which 196 were with International Fire Service Accreditation Congress (IFSAC) seals.
  - The OFC also conducted four fire investigation workshops with 53 persons attending and two fire investigation certifiable courses with 32 people attending.
  - Work began in 2005-06 for the development and implementation of a new data support system for the Provincial Disaster Assistance Program (PDAP).
- Work with associations and other communities to improve public awareness and response to public safety issues.
  - New brochures were developed for Sask911 in co-operation with Saskatoon Police, Fire and EMS agencies using local Police, Fire and EMS personnel. In addition, a new 911 guide for seniors was developed.
  - New Sask911 communications material was developed for northern communities, focusing on First Nations and Métis issues.
  - Saskatchewan joined with British Columbia, Alberta and Manitoba to conduct a joint Fire Prevention Week children's program from kindergarten to grade three. Over 17,000 students participate in the program.
  - CPS and the Public Safety Answering Points (PSAPs) have developed a kindergarten to grade three 911 activity learning guide which is being edited by the Department of Learning. Once this has been completed, it will become a recommended curriculum for schools in Saskatchewan.

Measurement Results

Number of students certified in accordance with National Fire Protection Association (NFPA) Fire Investigation Standard professional qualification standards

Saskatchewan follows NFPA Standards when certifying members of the fire service. The Office of the Fire Commissioner (OFC) is accredited by the International Fire Service Accreditation Congress (IFSAC) to certify fire fighters in accordance with a number of NFPA Standards. These standards include Fire Inspector, Fire Investigator, Public Fire and Life Safety Educator, Driver Operator, Hazardous Materials Responder, Fire Fighter 1 and 2, along with several others. The number of participants certified in these disciplines is a measure of the community capacity to enhance public safety. This particular measure focuses on the number of Fire Investigators certified.

The factors that influence the participation in courses where students receive certification in accordance with NFPA standards are primarily logistical. The numbers being trained are influenced by the ability to hold courses and seminars and the ability of the individuals to attend the courses and seminars when delivered. The Department has a high level of influence in this measure

2005-06: 9
2004-05: 6
2003-04: 17

Note: The numbers previously reported for 2004-05 and 2003-04 were considerably higher because they included students certified in all the various standards described above. The numbers have thus been recalculated for comparison purposes and reflect the true meaning of this measure, i.e., only the number of Fire Investigators certified.

Number of Saskatchewan participants who are trained and certified in accordance with the NFPA Fire Investigation Standards

In addition to other professional qualification standards, there is a need in the province for a group of highly skilled and trained investigators to deal with sophisticated fire cases that might include deaths, injuries or fires of a suspicious nature. The Office of the Fire Commissioner added Fire Investigation to its list of accreditations in 2001-02. Since that time, a series of training seminars and courses have been delivered. Because the program takes a number of years to complete, the number of students in training will vary from the number certified. The target number of participants reflects the number required to maintain a sufficient number of trained investigators to meet the investigative needs of the province.

The number of persons certified is influenced by the time it takes them to get through the training (three years). Thus, the number of participants trained and certified may vary considerably from year to year. The Department influences these by arranging as many training opportunities as possible given the resources available. The Department has a high level of influence over this measure.

2005-06: 9
2004-05: 17
2003-04: 49

Goal 2 – Re-offending is reduced due to effective program interventions with offenders

Objective 1 – Program interventions to reduce re-offending behaviour reflect current research and evidence-based practices

There is a growing understanding that the incarceration of offenders, by itself, is not the answer to reducing re-offending behaviour. There is recognition that a combination of supervision, risk and needs assessment, and the delivery of appropriate programs to high-risk and violent offenders will more likely result in reduced offending behaviour. Continual monitoring of research and evidence is essential for these successful outcomes. The Department is beginning an assessment of all its programs against established program standards with the goal of reducing the re-offending behaviour of participants in these programs.

Key Actions for 2005-06 and Progress Made

- Establish accredited educational programs in youth custody facilities to assist with transition and retention.

  - Accredited educational programs have been established in the three large secure custody facilities and in the Orcadia referred secure custody program.

- Provide ongoing training and support to communities for risk assessment and community safety plan implementation.

  - Risk assessment training was completed for 24 youth workers to reach mastery level one and six supervisors to reach mastery level two. Community Safety Planning training was completed with 40 staff.

- In partnership with Learning and as part of the School^{PLUS} initiative, establish links between five custody facilities for youth and community schools.

  - Regional committees consisting of young offender community workers, custody facilities, school divisions, and other regional partners continue to develop initiatives to enhance the transitioning of youth from custody to community schools or employment and provide supports that will assist youth in remaining attached to the community.

- Develop a research and evaluation agenda to ensure the use of evidence-based interventions.

  - Research discussions are ongoing with the University of Saskatchewan and the University of Regina regarding student research projects.
  - Two documents, the content of a workshop at the Moving Towards Justice Conference and the Young Offenders Risk Assessment validation study, are being prepared for publication.

- Implement Core Correctional Practice skills which reduce offending behaviour of offenders in facilities.

  - One hundred eighty-five (185) Young Offender staff participated in Core Correctional Practice Training. Two supervisors and one Adult Corrections manager also participated.
  - AC will be hiring new clinical experts in early 2006-07, as well as beginning a multi-year training plan for all staff.

- Evaluate facility and community operations, including those delivered by Aboriginal organizations.

  - A planned program evaluation of the Help Eliminate Auto Theft (HEAT) program did not occur in 2005-06 due to resourcing issues, but will be pursued in 2006-07.

- Continue to implement the common Program Framework for Adult and Youth Corrections including expanding cognitive skills programs to youth in custody.

  - Violence prevention programming was piloted in three community and one facility location for adult offenders. A review of effectiveness and implementation in YO programs and additional adult corrections locations is the next phase.
  - Adult Corrections has established a term position to update case management practices and develop a training proposal. These will include a review of the commonalities and differences in requirements for Adult Corrections and Young Offenders.
  - As part of the Justice Enterprise Information Network (JEIN) project, a joint Information Technology/Adult Corrections/Young Offender Programs working group has been established to define comprehensive automation requirements for case management.

- Construct and implement custody programming in the expanded remand secure unit at Prince Albert Youth Residence.

  - Construction has been completed and the unit is operational. Staffing and training will be completed in May 2006.

- Evaluate selected Adult Corrections and Young Offender Programs (such as the violence reduction initiatives) using the Correctional Programming Assessment Inventory (CPAI).

  - CPS utilized CPAI to evaluate some of its programs and operations during 2005-06, in conjunction with partners in regional health authorities. CPAI evaluates the program or operation against evidence-based factors known to reduce re-offending. The higher a program scores on the CPAI, the greater the reductions in recidivism for offenders who participate in that program. Evaluations were completed in seven locations and the final report is in draft for an additional five locations. Some of the programs evaluated include domestic violence programs, sex offender caseloads, and residential units at various facilities. The results of each assessment provided targeted recommendations for program improvements. Follow-up activities in response to the assessment results began in 2005-06 and are ongoing.

- Enhance employment and educational links in the community for offenders.

  - AC and YO worked with a variety of government and community-based partners to improve educational and employment opportunities for offenders in the community.

- Develop a pilot program for a provincial correctional centre that provides enhanced activity programming for offenders.

  - A carpentry shop program was established by a partnership between the Saskatchewan Indian Institute of Technologies (SIIT) and the Prince Albert Correctional Centre. SIIT provides the curriculum, support materials, monitoring and evaluation, while the Centre provides instructors, tools and space. A portion of the program is offered through the Saskatchewan Construction Safety Association upon the offender's release or transfer to a Community Training Residence. The Carpentry program had its first intake on October 3, 2005. At the end of the 11-week program, seven of the eight offenders completed the program successfully.

  - PRISM Industries operates shops in Pine Grove, Saskatoon, and Regina Provincial Correctional Centres and provides employment opportunities for incarcerated offenders. PRISM has several contracts with private and non-governmental organizations. A status report was completed on PRISM Industries with a series of recommendations for strengthening PRISM through: full integration within the continuum of core correctional programs; development of a program description; development of a business plan; and integrated central/facility management structure.

- Research the feasibility of specialized units for offenders with mental health issues.

  - Initial assessment has determined that such specialized units are not the best response at this time.

Measurement Results

Per cent of offenders participating in the CHOICES program whose level of risk has been assessed as medium or high

The CHOICES program is a cognitive/behavioural program designed for offenders under community supervision who have a substance abuse problem. The program consists of 10 half-day sessions. It also includes weekly relapse prevention maintenance sessions for three months. Research indicates that programs targeted at high to medium risk offenders can be effective in reducing the level of risk to re-offend. This measure shows whether the Department is targeting programs to the appropriate target group.

The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure.

Because the results for the measure have been consistently so high, it demonstrates that the referrals to this program are appropriate. The measure will be eliminated in future reports.

2005-06: 98 per cent
2004-05: 99 per cent
2003-04: 100 per cent

Per cent of offenders participating in the Offenders Substance Abuse Pre-release Program whose level of risk has been assessed as medium or high

The Offenders Substance Abuse Pre-release Program (OSAPP) consists of 26 two-hour sessions in a cognitive/behavioural substance abuse program that is directed primarily at inmates within correctional centres. Research indicates that programs targeted at high to medium risk offenders can be effective in reducing the level of risk to re-offend. This measure shows whether the Department is targeting programs to the appropriate target group.

The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure.

Because the results for the measure have been consistently so high, it demonstrates that the referrals to this program are appropriate. The measure will be eliminated in future reports.

2005-06: 97 per cent
2004-05: 98 per cent
2003-04: 100 per cent

Per cent of offenders participating in the Cognitive Skills program whose level of risk has been assessed as medium or high

The Cognitive Skills program consists of 38 two-hour sessions directed at teaching the offender skills related to how he/she thinks. Areas covered are problem solving, critical reasoning, social skills and creative thinking. Research indicates that programs targeted at high to medium risk offenders can be effective in reducing the level of risk to re-offend. This measure shows whether the Department is targeting programs to the appropriate target group.

The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure.

Because the results for the measure have been consistently so high, it demonstrates that the referrals to this program are appropriate. The measure will be eliminated in future reports.

2005-06: 95 per cent
2004-05: 95 per cent
2003-04: 99 per cent

Per cent of offenders who have completed their sentence at a correctional facility and were re-admitted to any adult correctional program within 24 months of completion

Research shows that correctional programs that target the criminogenic needs of offenders, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed custody and were re-admitted to any correctional program is one measure of program effectiveness.

There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has limited influence over the measure. A low per cent figure is desirable for this measure.

2005-06: 51 per cent
2004-05: 44 per cent
2003-04: 36 per cent

Note: As noted in the 2004-2005 Annual Report for CPS, there was an error in reporting on this measure. Figures previously reported only included readmissions to a correctional facility, whereas they should have included readmission to any correctional programs as the measure states. CPS has recalculated the measure for the previous reporting years to correct this error, and thus the figures reported have been adjusted and now accurately report on the measure.

Per cent of offenders who have completed probation and were re-admitted to any adult correctional program within 24 months of completion

Research shows that correctional programs that target the criminogenic needs of offenders, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed probation and were re-admitted to any correctional program (custody or community) is one measure of program effectiveness.

There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has little influence over the measure. A low per cent figure is desirable for this measure.

2005-06: 28 per cent
2004-05: 34 per cent
2003-04: 18 per cent

Note: As noted in the 2004-2005 Annual Report for CPS, there was an error in reporting on this measure. Figures previously reported only included readmissions to a correctional facility, whereas they should have included readmission to any correctional programs as the measure states. CPS has recalculated the measure for the previous reporting years to correct this error, and thus the figures reported have been adjusted and now accurately report on the measure.

Per cent of offenders who have completed a conditional sentence and were re-admitted to any adult correctional program within 24 months of completion

Research shows that correctional programs that are targeted at the specific areas that lead to offending behaviour, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed a conditional sentence and were re-admitted to any correctional program (custody or community) is one measure of program effectiveness.

There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has little influence over the measure. A low per cent figure is desirable for this measure.

2005-06: 32 per cent
2004-05: 35 per cent
2003-04: 23 per cent

Note: As noted in the 2004-2005 Annual Report for CPS, there was an error in reporting on this measure. Figures previously reported only included readmissions to a correctional facility, whereas they should have included readmission to any correctional programs as the measure states. CPS has recalculated the measure for the previous reporting years to correct this error, and thus the figures reported have been adjusted and now accurately report on the measure.

Number of participants in the Help Eliminate Auto Theft (HEAT) program

The HEAT program was begun in Regina in 2002 to respond to the increasing problem of auto theft by young offenders. The HEAT program is for first-time offenders and incorporates a targeted approach that includes enhanced partnerships, tighter supervision, better co-ordination and more effective rehabilitation. All referrals to the HEAT program go through a preliminary risk and needs assessment screening process. Those who are screened as medium or high risk are accepted into the program, while those who have a preliminary screening of low risk are referred to other alternative measures program interventions. The measure shows the number of youth referred whose initial level of risk is assessed as medium or high.

The number of offenders participating in the program is a measure of the referrals to effective programs that reflect current research and best practice. The Department has a moderate influence over this figure.

2005-06: 60
2004-05: 72
2003-04: 67

Per cent of HEAT participants who re-offend (auto theft)

The proportion of HEAT participants who re-offend in the area of auto theft during the time of their involvement in the program is one measure of the effectiveness of the approach. However, there are many factors that influence the lives of offenders in relation to subsequent offending behaviour. The Department has a low level of influence over these factors, and thus a low level of influence over the measure.

A low per cent figure is desirable for this measure since that indicates a low level of reoccurrence of auto theft behaviour.

2005-06: 12.5 per cent
2004-05: 14 per cent
2003-04: 7.2 per cent

Objective 2 – Staff and programs respect the cultural and spiritual needs of Aboriginal clients

As highlighted in the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform, for the justice system to be effective it must treat Aboriginal people fairly, and work to address issues that now result in high levels of offending behaviour and victimization of Aboriginal people. The keys to this include: supporting Aboriginal communities, organizations and governments in developing and delivering justice services; integrating the values, cultural practices and beliefs that meet the needs of Aboriginal people; and, employing more Aboriginal people in the justice system.

Key Actions for 2005-06 and Progress Made

- Develop training module on Aboriginal cultural awareness for youth workers.
  - Will be developed in 2006-07 by the new First Nations and Métis Program Manager.
- Develop and implement inventory and tracking of cultural program activities, numbers of youth involved and connections to community supports.
  - To be developed.
- Establish Elder advisory capacity for youth facilities.
  - All facilities utilize Elders for consultation, program delivery and individual work with youth.
- Provide appropriate cultural programs and opportunities in community and custody programs.
  - Delivered interagency reintegration/cultural camp program in the File Hills Tribal Council area in February 2006 for youth transitioning from custody to community.
  - Continued to work with FSIN on the development of a First Nations reintegration strategy toward service agreements with communities, community justice committees and Elders.
  - AC has developed an inventory of existing cultural programs throughout community and facility operations. This item forms part of the ongoing meetings with FSIN.

Measurement Results

Per cent of Corrections and Public Safety employees that self-identify as being of First Nations or Métis ancestry

One way of helping ensure that correctional programs respect the cultural and spiritual needs of Aboriginal clients is to have correctional staff who are of First Nations or Métis ancestry. This measure reflects data based on self-identification, so may be an under-representation of the proportion of staff of First Nations or Métis ancestry.

The Department has a moderate level of influence over the measurement results through its role in promoting the hiring of First Nations and Métis staff.

2005-06: 16.4 per cent
2004-05: 15.1 per cent
2003-04: 15 per cent

Average daily count at the Prince Albert Grand Council Spiritual Healing Lodge

Since 1997, CPS has contracted with the Prince Albert Grand Council for the operation of a Spiritual Healing Lodge that houses up to 20 provincially sentenced male offenders as well as five federally sentenced male offenders. The focus of the healing lodge is to provide the residents with a solid grounding in First Nations culture, values and customs and to address their mind, body, spiritual and emotional needs. Program objectives include the development of a plan for each resident to address problems that bring him into conflict with the law, and the development of an aftercare or release plan with his home community.

The Spiritual Healing Lodge is an example of a program that addresses the cultural and spiritual needs of Aboriginal offenders.

The Department has a moderate level of influence through its role in referring offenders to the program and in promoting the program as an option for offenders.

2005-06: 17
2004-05: 18
2003-04: 15.6

Per cent of Healing Lodge participants who successfully complete the program

While the average daily count provides a measure of volume, the per cent of successful completions measures the effectiveness of cultural and spiritual programming. Successful completion is defined as the offender not being returned to a correctional facility during the program, or not absconding.

The Department has a moderate level of influence through its role in referring appropriate offenders to this program.

2005-06: 63 per cent
2004-05: 50 per cent
2003-04: 88 per cent

Objective 3 – Programs and services support the appropriate use of diversion, alternatives to custody, and assistance in offender reintegration

The need to provide appropriate programs to address the needs of offenders as a means of minimizing the risk they pose and addressing their criminogenic needs is an ongoing challenge. Effective early intervention services, such as diversion and alternative measures, can prevent offenders' further involvement in the criminal justice system. Community treatment and reintegration programs that address the needs of offenders and manage risk to the community are more effective in achieving long-term behavioural changes.

Key Actions for 2005-06 and Progress Made

- Enhance training and employment opportunities for offenders with Community Resources.
  - CPS worked with the Department of Community Resources and the Department of Learning to develop and deliver programming to provide training and employment support for offenders.
- Work with justice stakeholders and federal/provincial/territorial forums on strategies to review the use of remand. (AC/SP)
  - CPS is involved in several ongoing intergovernmental forums that are reviewing the use of remand.
  - CPS co-chairs the federal/provincial/territorial work on remand in Canada.
- Work with justice stakeholders on efficiencies in the justice system. (SP/AC/YO)
  - In response to local concerns regarding high crime rates in their communities, CPS and Justice have entered into partnerships with municipal officials, Aboriginal groups, community organizations and other local government representatives to respond to specific crime-related issues identified by the community.

- Review and complete Phase 1 of the replacement of the Corrections Management Information System (CMIS).

  - As part of the new Justice Enterprise Information Network (JEIN), AC hired a term Business Analyst as part of the Requirements Committee, and established a Reference Group of operations managers and staff to provide input and to receive ongoing updates on progress.

- Implement a strategy to maintain more offenders in the community on judicial interim release.

  - Pilot projects were established in Saskatoon and Prince Albert during 2005-06. The projects improved capacity for successful bail applications by offering enhanced intensive supervision to individuals on Judicial Interim Release (Bail). This was accomplished through staff working flexible hours and working more closely with the police.

- Implement the violence reduction strategy.

  - CPS began implementation of Phase I of the Violence Reduction Strategy, including development of Integrated Case Management and Core Correctional Practice, and training of staff in the use of these components.

Measurement Results

Per cent of offenders who were granted early release under the Extended Authorized Absence Program (EAAP) and were re-admitted to any adult correctional program within 24 months of completion

Under the provisions of *The Correctional Services Act*, offenders can be granted release from custody prior to their custody release date that has been calculated for remission. A typical reason for early release would be to attend a treatment program in the community. This measure, then, is a gauge of the offenders' reintegration into the community after a custody sentence, and helps the Department to determine the appropriate use of reintegration programs.

There are a number of factors that influence the lives of offenders, such as residence, education/employment opportunities, relationships with significant people and treatment. While the Department has supervision requirements for the duration of the EAAP, there may not be supervision requirements past the time of custody termination. The Department has a low level of influence on this measure. A low per cent figure is desirable for this measure.

2005-06: 38 per cent
2004-05: 36 per cent
2003-04: 27 per cent

Note: As noted in the 2004-2005 Annual Report for CPS, there was an error in reporting on this measure. Figures previously reported only included readmissions to a correctional facility, whereas they should have included readmission to any correctional programs as the measure states. CPS has recalculated the measure for the previous reporting years to correct this error, and thus the figures reported have been adjusted and now accurately report on the measure.

Per cent of offenders who completed their sentence in a community training residence (CTR) and were re-admitted to any adult correctional program within 24 months of completion

Some offenders can be transferred to a CTR prior to the expiration of their period of custody. Typically, this would happen so that the offender could work in the community as part of a pre-release plan from custody. This measure is a measure of the offenders' reintegration into the community after a custody sentence, and helps the Department to determine the appropriate use of reintegration programs.

There are a number of factors that influence the lives of offenders, such as residence, education/employment opportunities, relationships with significant people and treatment. In some cases, the Department has involvement with offenders after their discharge from a CTR, but in many cases, there is no post-custody supervision required from the courts. The Department has a low level of influence over this measure. A low per cent figure is desirable for this measure.

2005-06: 39 per cent
2004-05: 33 per cent
2003-04: 33 per cent

Note: As noted in the 2004-2005 Annual Report for CPS, there was an error in reporting on this measure. Figures previously reported only included readmissions to a correctional facility, whereas they should have included readmission to any correctional programs as the measure states. CPS has recalculated the measure for the previous reporting years to correct this error, and thus the figures reported have been adjusted and now accurately report on the measure.

Objective 4 – An accountability process is in place for correctional programs and services

There is a growing demand from the public and advocates for all corrections services to become more effective and efficient, to be more open to public scrutiny, to give better quality service to clients, to provide appeal processes and to be more accountable.

Key Actions for 2005-06 and Progress Made

- Improve the accuracy of fiscal forecasting in facilities.
  - Central Office staff worked with facility staff on a monthly basis to ensure timely and accurate forecasting.
- Identify and train local experts for the Saskatchewan Young Offender Case Administration and Management System (SYOCAMS).
  - SYOCAMS experts were identified and trained. Meetings are held periodically to address problems and update manuals.
- Manage the development of the Justice Enterprise Information Network (JEIN) integrated system.
  - A technical expert has been hired to assist in the development of business process and the JEIN System.
  - CPS participates on the JEIN Steering Committee and on the Reference Committee to provide support to the development of the system.
- Conduct community program audits regarding implementation of Community Safety Plan standards.
  - YO completed audits in Yorkton and Swift Current offices.
  - AC is reviewing the adoption of the Community Safety Plan format for case management.
- Improve case planning for adult offenders.
  - The results of the formal audit of the use of Integrated Case Management in Community and Institutional Operations were shared with middle and senior managers with direction to develop local work plans for continual quality improvement of case management.

Measurement Results

Per cent of case plans in adult institutions that are in compliance with case management standards

The Integrated Case Management final phase was implemented in June 2002. This policy defines the standard of the completion of case plans in facilities within 28 days of the offender's admission. The Department will do a file audit of all custody files to measure compliance with standards. This will be a good accountability measure for custody programs.

The factors that influence this measure include custody population sizes and staffing issues, such as the maintenance of staff in each position. The Department has a high level of influence on this measure.

2005-06: N/A *
2004-05: 60 per cent
2003-04: 51 per cent

(* The audit of case plans will now be done in the fall of each year instead of the spring. As a result, year-end results for 2005-06 are not available, but will be reported on in the 2006-2007 Annual Report.)

Per cent of case plans in community correctional programs that are in compliance with case management standards

The final phase of the Integrated Case Management plan was implemented in June 2002. This policy defines the standard for the completion of the case plan in community corrections to be within 42 days from the beginning of the sentence. The Department will do a file audit of a sample of community program files to measure compliance with standards. This will be a good accountability measure for community correctional programs.

The factors that influence this measure include caseload sizes and staffing issues, such as the maintenance of staff in each position. The Department has a high level of influence on this measure.

2005-06: N/A*
2004-05: 44 per cent
2003-04: 53 per cent

(* The audit of case plans will now be done in the fall of each year instead of the spring. As a result, year-end results for 2005-06 are not available but will be reported on in the 2006-2007 Annual Report.)

Goal 3 – Government and communities are prepared for emergencies and maintain building and safety standards

Objective 1 – Emergency preparedness is increased across the province

Prior to recent world and regional events, the Province was already facing the challenge of being able to respond to national emergency planning and security initiatives. With increased emphasis being placed by the federal government on national security, including essential infrastructure, these challenges have increased. Internal and external pressures will require the Department to develop policies and stretch limited resources as far as possible to respond to sector demands for inspection and licensing services, enhance municipal capacity for emergency preparedness, improve provincial emergency management, and respond to certain federal initiatives; all of which help to provide a safe living, working and recreational environment.

Key Actions for 2005-06 and Progress Made

- Update emergency management plans as required in facilities.
  - YO custody facilities are reviewing and revising their emergency plans. The plans will include the development of a pandemic plan for each facility and will be completed in 2006-07. Community programs will also be developing plans.
  - AC plans were updated and included in the Department Emergency Plan.
- Guide, co-ordinate and facilitate emergency preparedness across the provincial government.
  - During the spring and summer of 2005, Saskatchewan experienced an unprecedented amount of severe weather and flooding-related events across the province. CPS (SaskEMO) activated the Provincial Emergency Operations Centre (EOC) and co-ordinated the provincial response over a five-week period. A number of provincial stakeholders met daily to provide updates and to co-ordinate an effective response to the situation.
  - SaskEMO participated in the development of a draft provincial business continuity guide, together with internal and external stakeholders.
  - Seven out of eight Provincial Contingency Plan documents were reviewed and updated.
  - The Provincial Emergency Plan is undergoing another update cycle.
  - SaskEMO, with the Provincial Emergency Management Committee (PEMC), developed a lessons-learned report for Exercise NuFlu (an interdepartmental training exercise on responding to a pandemic) and is currently developing a work plan for the Deputy Ministers' Committee on how to address issues identified.
  - Additional training has been scheduled for provincial government Emergency Planning Officers (EPOs).

- Co-ordinate provincial preparedness concerns, strategies and initiatives with the federal government and other provincial/territorial and state jurisdictions.

  - CPS participates in a number of federal/provincial/territorial forums, including the Senior Officials Responsible for Emergency Management (SOREM) and the Canadian Council of Emergency Management Organizations (CCEMO). In addition, SaskEMO staff participate on a number of national working groups to provide input into the national program.
  - CPS continues to support the national initiatives led by the Premier (Council of the Federation) as well as the national Minister and Deputy Minister forums on emergency management.
  - Discussions are currently underway with the federal government to explore opportunities to share resources and infrastructure, an approach currently adopted in other parts of the country. A feasibility study is expected to be completed in 2006-07.

- Establish necessary linkages between provincial and community preparedness and resources.

  - Protection and Emergency Services (PES) has established a partnership with the Saskatchewan Emergency Planners Association regarding the production of their annual conference and the development of trainers to deliver Emergency Management training to their peers. This will significantly increase the number of courses offered to municipal EMOs.
  - PES has met with the Saskatchewan Fire Chiefs Association to begin discussion regarding a Fire and Life Safety conference.
  - PES has met with the International Association of Arson Investigators (IAAI), the Saskatchewan Volunteer Fire Fighters Association (SVFFA), the Saskatchewan Fire Chiefs Association (SFCA), and Saskatchewan Search and Rescue to formulate partnerships to develop and deliver training for public safety agencies.
  - PES facilitated the delivery of a Chemical, Biological, Radiological and Nuclear (CBRN) Train-the-Trainer program for Police, Fire and EMS agencies in September. The program produced 24 Saskatchewan trainers who are now qualified to teach the Introductory and Basic CBRN courses.
  - The three units within Protection and Emergency Services (SaskEMO, Public Safety and Sask911 and Building and Fire Safety) have been working closely together to advance an integrated provincial/community emergency management strategy.
  - An updated standby and activation protocol was developed to permit efficient activation of provincial resources in support of community disasters.
  - An integrated training and exercise calendar was developed to further promote preparedness activities.

Measurement Results

Number of persons trained in emergency management under the Provincial Training Program

The Saskatchewan Emergency Management Organization provides a series of training courses to municipal and provincial staff in various aspects of emergency management. Courses include Basic Emergency Management, Emergency Operation Centre Management, Exercise Design, and others designed to meet specific needs of stakeholders.

With respect to communities' preparedness for emergencies, the Department has a co-ordination and support role in this area. The number of municipal and provincial staff who are trained in various aspects of emergency management is one way of measuring emergency preparedness across the province. The Department's level of influence on the measure is moderate.

2005-06: 338
2004-05: 378
2002-03: 200 (latest data available)

Number of municipalities participating in Municipal Emergency Plan Workshops

This program, first introduced in 2002, is delivered by the Saskatchewan Emergency Management Organization to provide municipalities with hands-on assistance in the development of local emergency plans. The Department provides supports to local officials and community emergency co-ordinators with the design and development of an effective emergency planning model.

The number of municipalities participating in these workshops is one way of measuring emergency preparedness across the province. The Department has a moderate level of influence on this measure.

The slight decrease in the number of municipalities who participated in training during 2005-06 may be due to the fact that with the release of the Nine Steps to Emergency Planning Guide program, many municipalities are now carrying out emergency planning activities at the local level with less provincial assistance than in previous years.

2005-06: 68
2004-05: 81
2003-04: 80 (latest data available)

Objective 2 – Safety enforcement is applied within a regulatory regime that balances government, public, and stakeholder interests

The Department has been updating Acts and Regulations to ensure that they reflect current regulatory best practices, technology or safety requirements. The challenge is to more equitably redistribute responsibilities and liabilities for risk mitigation activities between government and those responsible for creating risk. As a result, certain industry sectors are likely to continue to seek to improve the way in which government regulates their industries and responds to technological change.

Key Actions for 2005-06 and Progress Made

- Contribute to and participate in national and international standards development respecting building, fire and pressure vessel codes.
  - Licensing and Inspection staff have participated as members of the Canadian Standards Association (CSA), National Board of Boiler and Pressure Vessel Inspections (NBBI) and American Society of Mechanical Engineers (ASME) technical committees for codes adopted under provincial legislation:
    - CSA B51 – Boiler, Pressure Vessel and Pressure Piping Code
    - CSA B52 – Mechanical Refrigeration Code
    - CSA B44 – Elevator Safety Code
    - Association of Chief Boiler and Pressure Vessel Inspectors (ACI)
    - Association of Chief Inspectors Technical Committee
    - Standardization of Power Engineers Examinations Committee
- Implement provisions of *The Boiler and Pressure Vessel Act, 1999* and bringing into force new regulations.
  - The development and testing of the Licensing and Inspection Services Application computer system has been ongoing and will be concluded in fiscal 2006-07. The system will be required prior to implementation of the regulations.
- Amend *The Electrical Licensing Act* to update regulatory framework.
  - Direction from consultations has been to place this item on hold and revisit at a later date.
- Amend *The Electrical Contractor's Guarantee Bond Regulations, 1988* to increase value of bond required.
  - Researching the impact to contractors and their clients with any associated changes.
- Amend *The Gas Licensing Act* to update regulatory framework.
  - Direction from consultations has been to place this item on hold and revisit at a later date.

- Amend *The Gas Licensing Regulations* to increase value of bond required.

  - Researching the impact to contractors and their clients with any associated changes.

- Amend *The Amusement Ride Safety Regulations* to update the adopted code edition and incorporate further exemptions.

  - Ongoing research being performed.

- Administer and deliver elevator and amusement ride inspection and related safety programs.

  - Elevator and amusement ride inspection and related safety programs were maintained relatively on established targets.

- Administer gas and electrical licensing programs.

  - Gas and electrical licensing programs were maintained on target. While the number of licences issued in a given year is client-driven and thus is not under the control of CPS, the Department can and does determine how many licences will expire in the fiscal year and makes a projection on how many will be renewed. The Department projected just under 2,400 licences would be renewed; a total of over 2,850 were actually processed and issued.

- Administer and deliver boiler and pressure vessel inspection and related safety programs.

  - Boiler and pressure vessel inspection and related safety programs were maintained relatively on target.

- Inspect over 8,000 boilers and pressure vessels and around 1,500 elevators and amusement rides to ensure public safety.

  - The Department completed 9,875 inspections of boilers and pressure vessels.
  - The Department completed 240 amusement ride inspections and 1,885 inspections of elevating devices.

- Continue to prepare for the adoption of the 2005 model fire and building codes.

  - The new building and fire codes were available in September with preliminary information regarding format and content shared with stakeholders. Two planning sessions were held in February to review the technical changes to the National Building and Fire Codes. Approximately 300 code users including designers, building officials, regulators and contractors were in attendance. Training regarding the new objective-based format is to take place prior to the adoption of the new building and fire codes by regulation next fall.

- Review options for improving energy consumption standards in commercial buildings.

  - Consultations were undertaken with the assistance of a consultant regarding the introduction of more energy efficient requirements for commercial buildings. Three stakeholder sessions were held and a final report delivered. The recommendations include the completion of a baseline study to be carried out this fall with intentions to put forward regulations in the near future.

Measurement Results

Number of reported elevator and amusement ride incidents

Elevators, or elevating devices, are in widespread operation throughout the province. Passenger elevators, freight elevators, escalators, and ski lifts provide significant convenience to the public-at-large. Amusement ride devices are in widespread operation throughout the province at fairs and exhibitions during the summer months. Amusement ride safety initiatives establish and enforce technical safety standards to minimize the potential hazards associated with the transportation and movement of people by complex electrical and mechanical equipment. The measure of incidents in these areas will inform the Department on the safety standards in the areas of government inspection. In this case, "incidents" refer to serious or potentially serious incidents due to rider intervention, undetectable deterioration of equipment and unpredictable influences.

The factors that influence the potential for incidents to occur fall within two distinct areas: the first is mechanical failure of the components of an elevator and the effectiveness of installed safety devices in response to a malfunction; and, the second factor is human intervention on the part of the passenger. The Department's influence is primarily associated with the first factor through its Licensing and Inspection Programs. Inspections undertaken are focused on the installed safety devices to ensure functionality in the event that there is a mechanical or electrical malfunction. A major factor contributing to serious injury is when a passenger who is stuck in an elevator, after the safety devices have engaged in response to a problem, forces the doors and attempts to exit the elevator. The Department has limited influence with incidents related to rider intervention beyond public education, such as through posted signage.

While the number of incidents increased in 2005-06, there were no significant injuries sustained. Some of the incidents were the result of rider intervention, which CPS programs do not cover. Thus, while the Department aims for zero incidents, it cannot eliminate all risk.

2005-06: 8
2004-05: 1
2003-04: 3

Number of reported incidents for boilers and pressure vessels

Licensing and Inspections provides public protection through the establishment and enforcement of technical safety standards related to the manufacture, installation, and operation of complex pressure equipment in widespread use in all commercial, industrial and institutional sectors within the province. The measure of serious incidents informs the Department on the safety of communities as it pertains to government inspected boilers and pressure vessels. In this case, "incidents" refer to serious or potentially serious incidents due to operator error, undetectable deterioration of equipment and unpredictable influences.

The factors which influence the potential for incidents to occur are related to the design and manufacture, installation practices, and operation and maintenance of the pressure equipment. The Department's design registration, licensing of manufacturers, installers and operators of pressure equipment and related inspection programs have a direct influence on mitigating the risks associated with these areas. Periodic inspection of in-service pressure vessels provides a monitoring process on how effective an owner is in maintaining the pressure equipment and installed safety devices in safe working order.

2005-06: 1
2004-05: 1
2003-04: 1

Goal 4 – Safe, healthy and respectful departmental workplaces

Objective 1 – Employee capability and competency is enhanced

Strategic human resource planning to enhance employees' skills and abilities includes staff training plans, equity programs and recruitment. These initiatives are fundamental to maintaining an effective working environment.

Key Actions for 2005-06 and Progress Made

- Pilot a departmental succession management program.
  - In 2005-06, CPS implemented the first year of its succession management program, Building Management Capacity. Ten candidates were accepted to the program. Candidates undertook group-learning sessions in Budget and Financial Processes in CPS and Executive Government, and The Accountability Framework in CPS and Executive Government. Program candidates also took on additional learning to address individual learning plans on their own.
  - The Succession Advisory Committee approved another intake and selection process for 10 candidates for a 2006-07 Building Management Capacity Program. Ten new candidates were selected and their program begins April 1, 2006.

- Review community youth worker and adult probation officer academic requirements to ensure consistency with core competencies.
  - YO rationale for academic requirement, draft policy and consultation with the Saskatchewan Government Employees Union completed.
  - A joint AC and YO committee with representatives from the Public Service Commission (PSC) met and established common core competencies. Follow-up work is ongoing.
- Provide training in conducting investigations to facility managers and supervisors.
  - An investigation training curriculum has been developed and one training session including custody managers and supervisors took place. The training package has been presented to the Provincial Union Management Committee (UMC) and feedback has been forwarded to Human Resources.
  - Training (AC) was conducted in 2004-05; no additional training required in 2005-06.
- Improve Union Management Committee processes.
  - A Young Offender community UMC was established; the first meeting was held in April 2006.
- Develop and implement work unit and individual learning plans based on established competencies that include assessment tools, learning plans, and learning guides that are linked to the Department's overall strategic plans.
  - Community regional learning plans completed in all three YO regions.
  - Completion of work unit learning plans in custody facilities has occurred by year-end and is the basis for planning facility training in 2006-07.
  - Work unit plans have been established for each facility and community operations office.
- Participate in the Aboriginal Internship Program.
  - Adult Corrections completed an internship in early 2005.
- Continue to revise induction/orientation, training and recruitment for institutions.
  - A new curriculum has been drafted and is currently under final review.
- Ensure learning and development plans are in place for all managers through Planning for Success, the out-of-scope performance management system.
  - Planning for Success, the out-of-scope performance management plan, was implemented successfully over the past year and has been completed by all out-of-scope employees. Integral to Planning for Success is the learning plan that comprises part of the document. Competencies identified in Planning for Success will be rolled up by Branches and discussed at the onset of the performance and budget planning cycle, in order to plan strategically for the learning needs of the organization.
- Implement actions to address Department needs and issues identified through the 2003 Employee Survey.
  - CPS has been addressing five primary issues areas: communication; training; leadership; consistency; and accountability. Some of the actions undertaken to address these priority areas include: increased department communications from the Deputy Minister to all employees; improved intranet access and technology for all employees; implementation of the CPS Learning Policy; increased registration in the CPS Leadership Development Program; implementation of a formal succession management program; implementation of the employee wellness program; and reporting on progress made towards the Employee Survey 2003 actions at mid-year and year-end, including the Employee Survey actions in the Performance Plan, Financial Plan, Wellness Plan and Human Resource Plan.

Measurement Results

The performance measures for this objective are under development.

Objective 2 – Occupational health and safety is improved at all work sites

Staff and client safety and security are important issues at all correctional facilities and regional offices. Ensuring this level of safety requires the careful management of risk and the appropriate levels of protection.

Key Actions for 2005-06 and Progress Made

- Prepare a strategy for prevention suppression and management of gangs.
  - A community gang intervention and exit strategy for youth and adult offenders has been developed, funded and will be implemented in 2006-07.
  - CPS is working with Justice to establish a framework for addressing gangs. As a first response, the two departments are co-ordinating support for a Saskatoon community response to gangs.
  - Research findings of Dr. Steven Wormith, Forensic Chair, Department of Psychology, University of Saskatchewan, on best practices in addressing the issues presented by gang-affiliated youth and young adults was finalized and forms part of the basis for planning.
  - AC has developed a policy for the management of offenders who are confirmed as gang members within correctional facilities.
  - Non-contact visiting procedures have been established at the Regina Provincial Correctional Centre to prevent contraband, including illegal drugs, from coming into the Centre.
  - AC has established an internal community and facility working group to develop a gang strategy that describes for custody and community operations overall risk management and rehabilitation strategies as they pertain to gang members. The group will examine identification of gang membership and level of involvement, policies and procedures regarding gang management strategies, Integrated Case Management practice as it pertains to gang members, identify gaps in services and initiate actions within existing resources.
- Review custody program standards with respect to nutrition and exercise.
  - Following a study into nutrition and exercise needs, a framework to review the nutritional quality of the diet in select facilities is being developed.
- Ensure all community workers and supervisors have access to Occupational Health and Safety (OH&S) Committees.
  - All community offices have OH&S representation.
- Continue to implement the Occupational Health and Safety work plan. (OH&S Council)
  - The OH&S work plan has been incorporated into the *Action on Wellness*, described below.
- Implement the Health and Safety Strategic Plan.
  - A document entitled *Action on Wellness* was developed and implemented and now constitutes the Health and Safety Strategic Plan. It incorporates the provincial OH&S Council's work plan and highlights actions that have been taken to date, those in progress and those planned for the future. This document will be published periodically by the Department.
- Evaluate the flu shot program for adult and youth facility staff.
  - Total employee participation reported as of March 31, 2006, was 353, representing 18 per cent of the workforce. To determine success of the program, the Public Service Commission recommends the measure of observing sick leave usage. A report that indicates the total number of individual requests is being generated and will be available through Human Resources.

- In partnership with the Departmental Occupational Health and Safety Council, develop a wellness program for staff.

  - AC has an active joint union/management wellness sub-committee.
  - A health and safety action plan was developed under the title *Action on Wellness*. This document provided department definitions, outlined trends and issues, identified what has been occurring to date to address trends and issues, and what is planned for the future. This document will be developed on an annual basis, highlighting our accomplishments and future direction.
  - *Action on Wellness* also identified one method of *Action* that could accomplish a number of objectives, through a Health, Safety, and Wellness Conference, planned for May 2006. An Infectious Disease Policy was approved, requiring employee training within 12 months. The timing of this policy worked well with the Mandatory Testing Act and revision to the OH&S Regulations related to sharps.

- Initiate Phase 1 of violence reduction initiative in Correctional Centres.

  - A comprehensive plan to reduce violence in facilities has been developed based on research and identification of evidence-based practice. The plan has several components which require the introduction of new clinical experts and a multi-year training plan for all Adult Corrections staff.
  - During 2005-06 and continuing into 2006-07 Adult Corrections will implement Phase I of the plan.

    - Competitions were completed for three clinical experts with start dates beginning early in 2006-07.
    - In the short term, staff have been seconded to begin further development on Integrated Case Management and Core Correctional Practice. Training in the use of a specialized domestic assault risk assessment for court reports will occur in the spring of 2006. Implementation of Core Correctional Practice occurred in 2005-06 on a pilot basis for a secure unit at the Saskatoon Correctional Centre.
    - A violence reduction workshop developed in British Columbia has been adopted and will be delivered to several managers and staff in 2006-07.

- Utilize capital expenditures to address areas of security at custody facilities.

  - Initial funding was provided for Year One of a multi-year project to replace the 1913 portion of the Regina Provincial Correctional Centre. Preliminary work undertaken in 2005-06 included design development and site construction in preparation for the 2006 spring construction tender.
  - A two-year capital project to develop a remand unit was completed at the Prince Albert Youth Residence which increased remand capacity by eight bed spaces. The outdoor exercise area and security fence will be completed in the spring of 2006.
  - Funding was provided for small capital projects to address occupational health and safety concerns across the system. Specific projects were undertaken to upgrade cell doors and locks at the Saskatoon Correctional Centre, to upgrade the intercom system and control panels at both Saskatoon and Prince Albert Correctional Centres, and to engage a design consultant to explore options for space planning to address inmate overcrowding at the Pine Grove Correctional Centre.

- Complete the design of the new Regina Provincial Correctional Centre.

  - Preliminary work undertaken in 2005-06 included design development and site construction in preparation for the 2006 spring construction tender.

Measurement Results

Per cent of workplace inspections completed by local Occupational Health and Safety Committees or representatives

Accidents and illnesses can be prevented. An inspection is a well-thought-out, purposeful examination that identifies and helps correct threats to the health and safety of workers. With regular workplace inspections, problems are identified long before anyone gets hurt.

2005-06: 53.5 per cent
April – October 2004: 37 per cent

Per cent of workplaces that meet Occupational Health and Safety training requirements by having at least one person trained in Occupational Health Committee Levels I and II

Occupational Health Committee (OHC) training Level I reviews *The Occupational Health and Safety Act, 1993,* and *The Occupational Health and Safety Regulations, 1996* to help explain the responsibilities of occupational health committees. It discusses how a committee can become more effective. This includes hazard identification and controls, and recommendations to use in dealing with concerns and when investigating refusals to work under Section 23 of the Act.

Occupational Health Committee training Level II helps occupational health committee members and employers to plan effective workplace inspections and accident investigation programs. It emphasizes planning to identify and control hazards.

2005-06: 92.5 per cent (Level I training);
46.75 per cent (Level II training)
April – October 2004: 50 per cent

Objective 3 – Clients' rights are respected and they are ensured access to due process

It is necessary to strike an appropriate balance between security, supervision and treatment, and the rights of the clients. Achieving this balance involves working closely with the offices of the Ombudsman, Children's Advocate and other client representatives.

Key Actions for 2005-06 and Progress Made

- Maintain ongoing dialogue with the Children's Advocate.
  - Ongoing as required.
- Promote a respectful environment for offenders.
  - As part of the violence reduction initiative, staff are being trained in techniques to foster and model behaviours that reduce violence.
- Continue to implement the action plan in response to the Ombudsman's Review of Corrections Report.
  - AC meets regularly with the Ombudsman to discuss and resolve issues of mutual concern. Several discussions have been held regarding alternative dispute mechanisms that could be made available to offenders. Discussions also occurred with the FSIN, Ombudsman, and Children's Advocate to discuss First Nations Advocacy needs particularly in regards to adult offenders.
  - The number of Ombudsman investigations was similar to the previous two years. Most of the complaints were about security ratings that affected unit placement, visiting privileges, and denial of temporary absences/early releases. The majority of investigations were unsubstantiated or mutually resolved.
- Implement video links between court and correctional facilities.
  - Adult Corrections has worked closely with Courts to pilot Video Court in the Saskatoon Provincial Correctional Centre. The pilot began in 2005-06 and is being considered for other sites.

Measurement Results

Number of substantiated complaints to the Office of the Ombudsman

The Ombudsman is an Officer of the Legislative Assembly of Saskatchewan with the authority to investigate complaints received from members of the public who believe the government administration has dealt with them unfairly. Most of the complaints to the Ombudsman from Corrections and Public Safety come through Adult Corrections. The Ombudsman investigates every complaint made by a client, and either dismisses the complaint, determines that the government acted in the appropriate manner, or determines that there has been some contravention of policy and recommends corrective action. The number of substantiated complaints refers to the number of complaints where an investigation by the Ombudsman resulted in a recommendation for corrective action. This measure gauges both the clients' satisfaction with the services being provided, and the Department's ability to provide access for these clients.

There are a number of factors that influence the measure, and these include the provision of basic services in a custodial setting, fair treatment in a restrictive environment and access to the rights of offenders. The Department has a moderate level of influence over the measure as it pertains to the treatment of individual clients, but a low level of influence as it pertains to other issues within the lives of clients, including the legal system.

2005-06: 1
2004-05: 8
2003-04: 10

Objective 4 – An accountability process is in place for the Department

There is a growing demand from the public for government to be more open to public scrutiny, to be fiscally responsible and to be more accountable respecting issues of privacy. The Department presently has no measures in place to gauge movement toward this objective.

Key Actions for 2005-06 and Progress Made

- Implement work plans at the work unit, branch and Department levels, to address the key issues identified in the Public Service Employee Survey 2003.
  - All community regions and custody facilities have had regular follow-up on employee survey work plans.
- Continue to monitor and report on *Youth Criminal Justice Act* benchmarks to assess program effectiveness.
  - Benchmarks analysis is complete and a report prepared by CPS and Justice was forwarded to the Department of Finance.
- Improve the grievance resolution process.
  - The Department has met with SGEU and the PSC to look at other opportunities to address the outstanding grievances between the parties. An expedited process pilot will be implemented with a number of grievances in summer 2006 to determine if there are opportunities available to reduce the backlog.
  - There are 258 active grievances in the Department. In 2005-06, 46 grievances were filed and 76 were closed.
  - Step Two meetings are established to ensure timely resolution. The Human Resources Branch continues to work with managers, the SGEU and the PSC on all outstanding grievances for identifying the appropriate course of action to resolve these issues. Greater emphasis is being placed on resolving problems through dialogue at the local level prior to submitting a grievance.

Measurement Results

The performance measures for this objective are under development.

2005-06 Financial Results

Summary of Expenditures

Actual and budgeted expenditures by subvote and program are detailed in the following table.

Variance explanations are provided for amounts greater than $75,000 and statutory items.

Program	Original Estimates	Actual Expenditure	Variance Over/(Under)	
	(thousands of dollars)			
Central Management and Services	**$ 12,841**	**$ 12,810**	**$ (31)**	
Executive Management	667	642	(25)	
Central Services	3,108	3,162	54	
Accommodation Services	9,066	9,006	(60)	
Regina Provincial Correctional Centre	**3,893**	**4,928**	**1,035**	1
Adult Corrections	**65,450**	**68,861**	**3,411**	
Adult Corrections Facilities	52,741	56,309	3,568	2
Community Training Residences	2,090	1,903	(187)	3
Community Operations	9,051	9,130	79	4
Program Support	1,528	1,493	(35)	
Correctional Facilities Industries Revolving Fund – Subsidy	40	65	25	
Correctional Facilities Industries Revolving Fund – Statutory – Net Expenses (Recovery)	0	(39)	(39)	5
Young Offender Programs	**40,836**	**40,173**	**(663)**	
Young Offender Facilities	24,575	25,274	699	6
Community and Alternative Measures	5,852	4,971	(881)	7
Program Support	1,448	1,378	(70)	
Regional Services	8,961	8,551	(410)	8
Public Safety	**5,323**	**19,806**	**14,483**	
Protection and Emergency Services	2,341	2,234	(107)	9
Provincial Disaster Assistance Program	550	15,155	14,605	10
Joint Emergency Preparedness Program	280	223	(57)	
Licensing and Inspection Services	2,152	2,194	42	
Sub Total	**128,343**	**146,578**	**18,235**	
Supplementary Estimates	17,185	0	(17,185)	
Special Warrants	2,765	0	(2,765)	
Total Appropriation	**148,293**	**146,578**	**(1,715)**	
Capital Acquisitions	(5,288)	(6,508)	(1,220)	11
Supplementary Capital Estimates for RPCC	(1,035)	0	1,035	11
Transfer from Operating for PAYR	(380)	0	380	11
Amortization	141	135	(6)	
Total Expense	**$ 141,731**	**$ 140,205**	**$ (1,526)**	

Explanation of Major Variances
(for variances greater than $75,000)

1 Site preparation work for spring 2006 construction tender on the Regina Provincial Correctional Centre (RPCC) replacement project

2 Funding contingency bed space and count management costs to address overcrowding, high daily counts and inmate mixes

3 Savings due to administrative efficiencies

4 Shortfall in Fine Option program, increase in bail supervision and Cree Court programs, partial offset from delay in remand reduction initiative

5 Adjustment to record revolving fund fiscal net recovery

6 Planned capital costs for Prince Albert Youth Residence (PAYR) construction project; increase in salaries, partial offset in reduced one-to-one youth supervision costs and delay in violence reduction initiative

7 Delayed start-up and reduced utilization of residential and reintegration programs, and underutilization in community and open custody homes program

8 Savings due to no Intensive Rehabilitative Custody and Supervision (IRCS) cases and administrative efficiencies

9 Savings due to vacancy losses in difficult to recruit positions

10 Eligible claims for uninsurable losses under the Provincial Disaster Assistance Program

11 Additional capital costs including the PAYR, the RPCC replacement project and office space modifications

Total funding provided to third parties was $6.3157M. (Final numbers subject to Public Accounts and Provincial Audit verification.)

Revenues

Corrections and Public Safety collects revenue relating to the registration, licensing and inspection of boilers and pressure vessels, elevator hoists and amusement rides. CPS licenses power engineers who operate this equipment. The Department also licenses journeymen and other installers, employers and contractors in the electrical and gas trades.

CPS collects revenue from cost-sharing claims with the Government of Canada and other levels of government. These agreements relate to the provision of Adult Correctional Services, Young Offender Programs and Emergency Management Services.

All revenue collected is deposited in the General Revenue Fund. A summary of the Department 2005-06 budgeted revenue compared to actual revenue is presented below. Variance explanations are provided for amounts greater than $75,000.

Summary of Revenue

	(thousands of dollars)			
Revenue Category	**Budget**	**Actual**	**Variance Over/(Under)**	
Other Own-source Revenue				
Licenses and Permits	$ 1,819	$ 2,193	$ 374	1
Sales, Services and Service Fees	648	718	70	
Transfers from Other Governments	7,074	12,881	5,807	2
Other	492	864	372	3
Total	**$ 10,033**	**$ 16,656**	**$ 6,623**	

Explanation of Major Variances
(for variances greater than $75,000)

1 Increased client demand for pressure vessel registration and engineer's annual certificate

2 Base increase to the Youth Justice Services and Programs federal cost-share agreement, increased use by federal offenders in adult corrections and reimbursement from the federal government for PDAP claims, partial offset in the Intensive Rehabilitative Custody and Supervision program

3 2004-05 Workers' Compensation Board reimbursements and reversal of liability accruals setup in previous years, partial offset from reduced draw-down of the SaskTel revenue account due to delays in staffing

Revolving Funds

The Department is responsible for managing and operating the Correctional Facilities Industries Revolving Fund (PRISM Industries). Further information on this fund is available in Appendix A.

Where to Obtain Additional Information

This report provides information about both our accomplishments and our future plans. If you have any questions or comments, or would like additional copies of this report, we invite you to call (306) 787-7872.

Or contact:

Saskatchewan Corrections and Public Safety
Communications and Public Education Branch
1874 Scarth Street
Regina, Saskatchewan S4P 3V7

Or send us an email through the Saskatchewan Corrections and Public Safety web site:
www.cps.gov.sk.ca

Appendix A: Revolving Fund Revenue Disclosure

The Corrections Facilities Industries Revolving Fund operates under the authority of Section 53 of *The Correctional Services Act*. The purpose of the Revolving Fund is to rehabilitate inmates by operating work programs intended to provide practical and marketable work skills for them.

PRISM Industries operates similar to private sector shops where quality products, full workdays, waste reduction, efficiency, and inventory control are business decisions. The long-term financial targets of the fund are in accordance with the Revolving Fund concept of breakeven management.

The Revolving Fund collects revenue from the sale of manufactured items on behalf of the Government. All revenue collected is deposited in the General Revenue Fund.

The following table compares budget and actual summary information.

Revenue

	(thousands of dollars)			
	Budget	**Actual**	**Variance Over/(Under)**	
Revenue	**$ 490**	**$ 381**	**$ (109)**	1
Expenditures				
Cost of Goods Sold	459	420	(39)	2
Gross Profit (Loss)	**31**	**(39)**	**(70)**	
Overhead Expenses	62	41	(21)	
Net Profit (Loss)	**(31)**	**(80)**	**(49)**	
Other Income		10	10	3
Subsidy	40	40	0	
Deficit Recovery from General Revenue Fund		25	25	
Net Profit (Loss) After Subsidy	**$ 9**	**$ (5)**	**$ (14)**	

Note: Final numbers subject to Public Accounts and Provincial Audit verification.

Explanation of Major Variances

1 Revenue lower than budget due to decrease in sales

2 Cost of goods sold lower due to decrease in sales

3 Other income due to sales of obsolete zero valued inventory

Audited financial statements are available at **www.gov.sk.ca/finance/paccts/paccts4/compendium/toc.htm**